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## Fiscal Year 2000 Integrated Strategic Plan

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- B. Sufficient quantity of water resources
- C. Drinking water meets all health-related standards
- D. Protection of the state's wetland resources

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- B. Beneficial reuse of sites contaminated in the past with hazardous materials
- C. Proper management of hazardous substances and waste
- D. Proper management of underground and aboveground petroleum storage tanks
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- C. Preservation of Missouri's cultural and historic resources

D. Municipal and community outdoor recreational activities

**Strategic Issue 3**

Energy Efficiency and Reliability

Outcomes

1. Increased energy efficiency and use of renewable energy resources
2. Increased energy efficiency in low-income households
3. Increased energy efficiency in state facilities
4. Increased energy efficiency in the transportation sector and the use of clean alternative fuels
5. Increased opportunities for cost-effective, efficient and reliable energy supply

**Strategic Issue 4**

Increasing collaboration, understanding and sharing information

Outcomes

1. Improved understanding of resources and resource issues for informed decision making
2. Ownership in resource decisions

**Strategic Issue 5**

Public Service

Outcomes

1. Employee diversity reflects the population of recruiting areas
2. Excellent public service
3. Effectiveness and productivity

**Show-Me Results**

Note: In drafting the Fiscal Year 2000 Integrated Strategic Plan, we adopted a time frame for the various plan components. Where possible, dates were specified. Otherwise, the following time frames were used:

Plan component	Focus	Time frame
Strategic Issue	Statewide	Beyond ten years
Goal	Statewide	Five to ten years
Outcome	Statewide	Three to five years
Objective	Departmental	Three to five years
Strategy	Departmental	One to three years

In addition, we endeavored to have all measures at the appropriate level, measuring public benefit (outcomes measures) or program effectiveness (objective measures). However, at times, measures currently tracked by the department had to be used as the best indicator for measurement of desired result.



Missouri  
Department of  
Natural Resources

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## Fiscal Year 2000 Integrated Strategic Plan

### Vision

The DNR envisions a Missouri where people live and work in harmony with our natural and cultural resources; make decisions that result in a quality environment and a place where we can prosper today and in the future.

### Mission

Preserve and protect the state's natural, cultural and energy resources and inspire their enjoyment and responsible use for present and future generations.

### At DNR we believe in:

#### Collaboration

- We can accomplish more by working together.

#### Diversity

- A diverse work force will strengthen the agency.

#### Employees

- >Our employees are our greatest strength and we value the contribution of every employee.

#### Public Service

- Government exists to serve the public.

### Through our work we will encourage and promote:

#### Integrity and honesty

- Reflect the highest standards of ethics and honesty in all of our actions.

#### Inclusiveness

- Consider varied points of view in our discussion and decisions.

#### Dignity and respect

- Treat everyone with dignity and respect.

#### Quality and excellence

- Focus on quality and the delivery of an excellent product in all of our services.

#### Creativity

- Encourage and reward creativity, innovations, and openness to new ideas

- Responsiveness
  - Provide efficient, accurate and reliable service to everyone.
- Communications
  - Speak plainly and do our best to communicate with all entities.
- User-friendly access
  - Make the agency approachable and accessible.
- Enforcement
  - Enforce Missouri's laws with diligence, sensitivity and fairness.
- Assistance
  - Provide financial and technical assistance to help Missourians prevent and solve environmental problems.
- Education
  - Work with all to increase environmental awareness.
- Accountability
  - Accept responsibility for our actions and their impacts

We take seriously our responsibility of stewardship, to protect and enhance the environment in which we work and live, and will consider all aspects of the environment when making decisions.

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## Fiscal Year 2000 Integrated Strategic Plan

### STRATEGIC ISSUE 1

#### Protecting Missouri's Water, Air and Land Resources

The Department of Natural Resources is charged with protecting Missouri's water, air and land resources.

Protecting these natural resources ensures quality of life for future generations and ourselves. We are all partners in this endeavor, within the agency, with other state, federal and local agencies, and with industry and citizens. Bypassing the protection of our natural resources will impair our ability to meet the needs of our citizens and will ultimately degrade the piece of earth we call home.

We strive to protect the quality and quantity of Missouri's water resources. To ensure that water is of adequate quality, both the surface water and groundwater need to be free from biological and chemical pollutants. In addition, ecologically healthy water supports a varied and healthy aquatic life. Water quality standards ensure that water is safe for drinking, fishing, swimming and watering livestock. Once water reaches a public drinking water system, additional standards must be met.

A variety of factors influence the capability to supply the quantity of water needed. Changes in weather can bring us both floods and droughts, for which emergency plans must be developed and set in motion when the need arises. Decisions made by states within the watershed of the Mississippi River can drastically influence the quantity and quality of our water resources.

Many Missourians live where the air does not meet national air quality standards. In the St. Louis and Kansas City areas, residents are exposed to levels of ozone that may exceed the federal standards; that is ozone pollution levels can be detrimental to human health. Elevated lead levels are present in the air in various parts of Missouri, which are especially hazardous to the health of children.

Protecting Missouri's land resources involves many things. Issues related to hazardous and solid waste, underground storage tanks, mining of coal and industrial minerals, conserving Missouri's soil and water resources, the safety of dams, and the protection of wetlands all impact our daily lives. The results of these activities have, in many instances, polluted our land resources for generations. The environmental clean up of these sites and the prevention of contamination ensures sound land resources for future generations.

Each of our resources, water, air and land, are described by three separate goals in this section. All are intricately linked, and actions taken to protect one resource affects the others.

#### [Goal: Water](#)

Continuously preserve and protect the quality and quantity of the water resources of the state of Missouri.

#### [Outcomes](#)

1. Improved quality of surface water and groundwater in the state
2. Sufficient quantity of water resources
3. Drinking water meets all health-related standards
4. Protection of the state's wetland resources

#### [Goal: Air](#)

Preserve and protect the quality of Missouri's air resources.

#### Outcome

- A. Missourians living where air meets government air quality standards

#### [Goal: Land](#)

Preserve and protect Missouri's land resources for ongoing responsible use.

#### Outcomes

- A. Effective and efficient management of solid waste
- B. Beneficial reuse of sites contaminated with hazardous materials in the past
- C. Proper management of hazardous substances and waste
- D. Proper management of underground and aboveground petroleum storage tanks
- E. Reduction in soil erosion on Missouri's agricultural land
- F. Successfully reclaimed abandoned and active mined lands that do not pose a threat to the environment, human health or safety
- G. Safe dams
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## Fiscal Year 2000 Integrated Strategic Plan

### STRATEGIC ISSUE 1

#### Goal: Water

Continuously preserve and protect the quality and quantity of the water resources of the state of Missouri.

#### Outcome A

Improved quality of surface water and groundwater in the state

##### Outcome Measures

Increase in the number of stream miles and lake acres that are safe and useable for drinking, swimming, fishing and watering livestock

Reduction in the number of sites where groundwater aquifers are contaminated above drinking water standards

##### Objective 1

By 2003, increase compliance with minimum water quality standards on: six stream miles currently polluted by animal manure; two stream miles currently polluted by abandoned mine lands; 10 stream miles currently polluted by domestic point source discharges; and 50 lake acres currently polluted by farm herbicides.

##### Objective Measures

Number of stream miles returned to compliance with water quality standards which were included on the 1998 list of impaired waters prepared under Section 303(d) of the federal Clean Water Act as a result of discharges of animal manure, abandoned mine lands, and domestic point source discharges

Number of lake acres returned to compliance with water quality standards that were included on the 1998 list of impaired waters prepared under Section 303(d) of the federal Clean Water Act as a result of farm herbicides

Compliance with Underground Injection Control and Oil and Gas Council regulations

Number of stream miles failing to meet water quality standards due to sedimentation

##### Strategies

Perform Total Maximum Daily Load studies to identify pollution sources and allocate pollution loads.

Perform special water quality studies to assess source impacts and better understand the interaction of pollutants and the aquatic environment.

Develop and propose to the Clean Water Commission numeric biological criteria as a water quality

standard in order to identify better those impacted streams incapable of supporting the expected biological community.

Complete revision of the nonpoint source management plan.

Ensure that Missouri water quality meets standards and laws, through permitting, inspection and enforcement efforts. When necessary and appropriate for protection of our natural resources, promulgate new rules.

Issue Letters of Approval to guide small animal production operations in best management practices.

Remediate abandoned coal mine lands to reduce water quality impacts from salts and acid-forming materials.

Require remediation of abandoned metallic mineral mine lands to reduce water-quality impacts from metals and particulates.

Support multi-agency efforts to encourage application of Best Management Practices in the watersheds of drinking water lakes impacted by farm herbicides.

Through the Special Area Land Treatment program for watersheds, work with landowners to apply best management practices and establish agricultural nonpoint source projects.

Maintain interagency coordination and cooperation through the Water Quality Coordinating Committee and participation in other forums.

Issue grants and low-interest loans to assist in the construction of domestic wastewater and animal waste facilities.

Issue stormwater grants and grants to assist with nonpoint source information, education and demonstration activities.

Monitor compliance with the Underground Injection Control, and Oil and Gas Council regulations to ensure both optimal resource recovery and environmental protection.

#### Objective 2

Increase compliance with groundwater protection regulations.

#### Objective Measures

Percent of properly abandoned oil and gas wells

Percent increase in water wells constructed according to water well regulations and requirements

Geologic site evaluations conducted for solid waste disposal, hazardous waste disposal, subdivision waste disposal and potential wastewater lagoons (See Goal: Land, Outcome I. for more information)

#### Strategies

Enforce the upgrade requirements for underground storage tanks.

Require remediation of soil and groundwater contaminated by leaking underground storage tanks and hazardous substances.

Enforce regulations that protect Missouri's groundwater resource including well driller and pump installation, oil and gas regulations, the Clean Water Law and the Cave Resources Act.

Ensure that facilities are constructed in a manner protective of groundwater resources through evaluation of potential sites for geologic and hydrologic considerations.

Research and develop a plan for measuring groundwater quality effectively and efficiently throughout Missouri.

#### Objective 3

Increase in the availability, accuracy and understanding of geologic, hydrologic and water use data as it relates to water resources.

**Objective Measures**

Amount of geologic, hydrologic and water use data produced or reported:

1. Flood studies
2. Surface, groundwater and spring studies
3. Watershed modeling studies
4. Major water users registration
5. Well logs
6. Missouri and Mississippi River data

Number of water related databases available through a Geographic Information System (GIS)

Decrease in percent of error in data retrieval from monitoring equipment

Improve tracking of groundwater quality by increasing the number of monitoring wells statewide

**Strategies**

Conduct an analysis of future water demand and water needs on an annual basis.

Collect, manage and distribute accurate data regarding the surface and subsurface water of the state and its use. To develop this information, maintain integrated major water user and other technical water resources databases and prepare river basin and watershed physical information reports.

Participate in flood restudy efforts of the Missouri and Mississippi rivers to determine 100-year and other flood stage height changes.

Increase surface and groundwater studies describing discharge and recharge areas.

Continually examine water laws for changes in legislation and registration needs.

Improve monitoring equipment and the retrieval of accurate data from the equipment.

Gather more frequent information from the United States Corps of Engineers and from other states on potential projects that may affect Missouri's water flows.

## Outcome B

Sufficient quantity of water resources

**Outcome Measures**

Number and severity of water shortages reported

Months of navigation service

Hydroelectric generating capacity

**Objective 1**

Ensure that Missouri's current and future water needs are met.

**Objective Measures**

Number of descriptive water resource assessments published

Number of regional water problem and opportunity reports

Number of watershed and river basin reports

**Strategies**

Increase the information available on Missouri's water resources through publication of statewide descriptive water resource assessments in accordance with the State Water Plan.

Address concerns about the quantity of water available through publication of regional water problem and opportunity reports for northeast Missouri and initiate work on the remaining reports for the state.

Provide technical assistance and information to lessen the economic impacts of floods, droughts and other regional water emergencies.

Actively monitor flood and drought conditions and provide necessary support in time of need.

#### Objective 2

Designate the flow of the Mississippi River as a national interest water (including all major river tributaries).

#### Objective Measures

Number of interstate stream issues and compacts

Number of collaborative relationships with interstate and intrastate organizations (including river basin associations)

#### Strategies

Monitor the activities and decisions of the other states and the United States Army Corps of Engineers as they relate to water flow on major rivers and interstate streams.

Following designation of the flow for the Mississippi River, protect existing flow against further depletions.

Examine and comment on operational changes on the Missouri River.

Review and comment on the Federal Energy Regulatory Commission's hydropower permit as changes or renewals are proposed.

Annually review reservoir operational plans as they impact hydropower generation, water supply and other beneficial water uses.

Participate in the White River Operation and Dissolved Oxygen Coordinating Committees.

Defend the Missouri River master manual against revisions that are detrimental to Missouri citizens and the environment.

## Outcome C

Drinking water meets all health-related standards

#### Outcome Measures

Increased percentage of Missourians living where drinking water meets government standards (Show-Me Result)

Reduction in the contaminant levels in source water

#### Objective 1

Improve the quality of public drinking water by decreasing the number of significant non-compliers each year.

#### Objective Measures

Increase in the number of public water systems that are sampled on a regular basis and the number of bacterial, chemical and radiological samples analyzed

Increase in the number of public drinking water systems that are inventoried

Decrease in the number of incidents of waterborne diseases

Decrease in the percentage of public water systems with acute violations

Decrease in the number of public water systems forced to use alternate or emergency sources of drinking water not identified in standard or emergency operating procedures

Decrease in the number of public water systems having to implement extreme water conservation measures

#### Strategies

Maintain a contaminant monitoring program for public water systems in accordance with the Safe Drinking Water Act.

Provide operator training and technical assistance for public water systems.

Provide funding for public water system improvements through grants and loans.

Assure adequate construction of drinking water facilities through plan and other engineering reviews, and permitting and construction inspections.

Help public water systems protect their source water quality through source water protection programs.

Cooperate with state and federal agencies to support nonpoint source pollution control and other source water protection efforts.

Ensure that public drinking water systems in Missouri are properly managed through permitting, inspection and enforcement efforts. Promulgate understandable, reasonable and workable drinking water rules through the Safe Drinking Water Commission.

Promote system consolidation; wholesale water distributors and other mechanisms to provide public water systems with adequate water supplies.

Ensure that source issues are adequately addressed in public water systems emergency operating plans.

#### Objective 2

Improve the quality of drinking water supplies by increasing compliance with the Water Well Drillers Act.

#### Objective Measures

Percentage of water wells submitted for review that are certified

Number of water well drillers and pump installers registered

#### Strategies

Ensure compliance with Water Well Drillers Act.

Provide training sessions for all drillers and pump installers so that wells are properly constructed and groundwater protection measures installed.

Work with financial institutions to ensure that water wells are certified before any transactions dealing with the sale of land are completed.

## Outcome D

Protection of the state's wetland resources

#### Outcome Measures

Trends in wetland acreage

#### Objective 1

Effect no net loss of wetland acreage.

#### Objective Measures

Number of wetland studies completed and reports issued

## Strategies

Evaluate wetland health by investigating surface water and groundwater levels, soils saturation, soil characterization, soil evaluations, and by the use of satellite and aerial photography to evaluate changes in wetland acreage.

Increase educational activities regarding wetlands.

Require mitigation for wetland losses through the water quality certification process.

Provide protection of wetlands through purchase of wetland acreage when effective and appropriate for inclusion in the state park system.

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## Fiscal Year 2000 Integrated Strategic Plan

### STRATEGIC ISSUE 1

#### Goal: Air

Preserve and protect the quality of Missouri's air resources.

#### Outcome A

Missourians living where air meets government air quality standards

##### Outcome Measures

The percent of Missourians living where air meets government air quality standards (Show-Me Result)

##### Objective 1

Reduce emissions, concentrations and exceedances for criteria and toxic air pollutants.

##### Objective Measures

Decreased yearly emission totals for criteria and toxic pollutants (corrected for number of sources)

Reduction in the number of days per year the National Ambient Air Quality Standard for ozone is exceeded at monitoring locations

Reduced annual average ambient concentration levels of criteria pollutants

##### Strategies

Conduct annual emission inventory surveys, perform emission verification, emissions inventory questionnaire audits, training and assistance.

Issue construction and federally enforceable state operating permits in accordance with the State Implementation Plan.

Implement a viable Clean Air Act compliance assurance and enforcement program including inspections, complaint resolution and timely and appropriate enforcement actions.

Provide construction permit and operating permit training and application assistance, especially for small businesses.

Implement the St. Louis Fifteen Percent Rate-of-Progress Plan, the Enhanced Inspection and Maintenance Program and the Kansas City Ozone Contingency Measures to improve air quality in the Kansas City and St. Louis metropolitan areas.

Revise St. Louis State Implementation Plan to reduce the emissions of volatile organic compounds by an additional nine percent, if St. Louis is reclassified as a serious non-attainment area.

Implement an ambient air monitoring network to provide air quality monitoring at sites throughout



the state.

Increase the number of consultations with industry regarding the economic benefit of practices that reduce air pollution.

Audit asbestos removal training courses so all workers handling asbestos receive training in the proper techniques. Proper training minimizes health risks to the public and the worker.

Implement an emissions trading program to encourage the most cost efficient methods of reducing air emissions.

**Objective 2**

Reduce the average quarterly concentrations of lead in ambient air.

**Objective Measures**

Reduced quarterly lead concentration levels near lead smelters

Reduction in the average blood lead levels in children as measured by the Missouri Department of Health

**Strategy** Implement and develop State Implementation Plans for lead facilities with compliance schedules and contingency measures.

**Objective 3**

By 2005, reduce emissions of greenhouse gases to 1990 levels.

**Objective Measures**

Estimated trends in tons of emissions of carbon dioxide (CO<sub>2</sub>)

Estimated trends in tons of emissions of methane (CH<sub>4</sub>)

Estimated trends in tons of emissions of nitrous oxide (N<sub>2</sub>O) and other greenhouse gasses

Tons of coal, barrels of petroleum, cubic feet of natural gas consumed

**Strategies**

Update, analyze and report energy-related and greenhouse gas emissions trends and projections data and related economic data for general public and decisions makers as part of Energy and Environmental Indicators report.

Disseminate best available state, regional and national data and general climate protection information, including data from the DNR 1995 Greenhouse Gas Source Inventory, Greenhouse Gas Emissions and Trends Report, Report of Analysis of Greenhouse Gas Emissions Reduction Options, and Greenhouse Gas Fact Sheets.

Provide technical and financial assistance to facilitate policy actions that can benefit the state economy and environment to resolve long-term problem of global climate change. Any strategies that promote greater efficiency in the use of fossil fuels, or displacement of fossil fuels by renewable or alternative resources will reduce greenhouse gas emissions.

**Objective 4**

Improve Missouri's ambient visibility in sensitive areas.

**Objective Measures**

Increase in the number of days with visibility range greater than fifty miles at Hercules Glade and Mingo National Wilderness Areas

**Strategy**

Issue preconstruction permits under New Source Review and Prevention of Significant Deterioration programs.



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## Fiscal Year 2000 Integrated Strategic Plan

### STRATEGIC ISSUE 1

#### Goal: Land

Preserve and protect Missouri's land resources for ongoing responsible use.

#### Outcome A

Effective and efficient management of solid waste

##### Outcome Measures

Reduction in the amount of solid waste going to landfills

Reduction in the amount of solid waste disposed of per capita

Increase in the number of cities with a full range of solid waste management options to residents and businesses (integrated solid waste systems)

##### Objective 1

By 2000, increase the amount of solid waste recovered to forty percent.

##### Objective Measures

Improvement in the compliance with solid waste requirements

Increase in the tons of demolition and construction, industrial and commercial, and food waste diverted from landfills and recycled

Increase in the number of businesses using recovered waste to make products

Increase in the number of businesses with ongoing solid waste reduction or recycling programs

Increase in the number of active recycling and waste-reduction programs

Increase in the tons of waste tires reused beneficially

Increase in the number of businesses beneficially reusing waste tires

##### Strategies

Develop and promote feasible alternatives to waste disposal in landfills.

Promote volumetric or unit-based pricing mechanisms that account for the full cost of solid waste disposal.

Encourage food-waste composting, reuse of construction and demolition waste, and commercial and industrial waste reduction to address the largest portion, by weight, of waste disposed of in landfills.

Provide financial assistance for projects which result in a decrease in the amount of materials disposed of and an increase in the amount reused.

Promote landfill methods that facilitate future waste recovery.

Consult with industry regarding the economic benefit of practices that comply with environmental laws.

#### Objective 2

Reduce the amount of improperly disposed of solid waste.

#### Objective Measures

Decrease in the number of landfills with uncorrected methane gas migration problems

Increase in the percent of landfills with groundwater monitoring systems that accurately measure possible contamination to ensure that landfills are not causing pollution to the groundwater

Decrease in the number and significance of violations of solid waste requirements

Increase in the percent of waste disposed of in landfills with liners meeting Subtitle D requirements

Decrease in the number of stream miles contaminated due to landfill leachate discharges

Increase in the number of counties and cities with active programs to discourage illegal dumping

Decrease in the number of illegal dumps (include tires)

Increase in the number of illegal dumps cleaned up (including tires)

#### Strategies

Ensure that Missouri landfills meet solid waste rules and laws, through permitting, inspection and enforcement efforts. When necessary and appropriate for protection of our natural resources, promulgate new rules.

Promote public awareness and community involvement in the locating of landfills through meetings held during the initial permitting process. This provides an opportunity and greater role for groups or individuals that may be potentially impacted by a landfill in their area.

Clean up illegal waste sites, and promote local programs that discourage illegal dumping in order to prevent future clean up of such sites.

## Outcome B

Beneficial reuse of sites contaminated in the past with hazardous materials

#### Outcome Measures

Increase in the number of hazardous material sites remediated and returned to productive use

#### Objective 1

By 2001, remediate thirty-six sites contaminated by hazardous substances to a level appropriate for new development.

#### Objective Measures

Number of Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) sites

remediated

Number of Resource Conservation and Recovery Act (RCRA) sites remediated

Number of sites where remediation is conducted on a voluntary, expedited, or cooperative basis

#### Strategies

Collaborate with the Environmental Protection Agency to administer CERCLA in Missouri.

Oversee collaboratively the cleanup of hazardous wastes at facilities currently or previously owned or leased by the U.S. Department of Defense and the U.S. Department of Energy.

Administer the corrective action program for facilities subject to the corrective action requirements of RCRA to investigate and remediate a pre-existing hazardous waste problem.

Administer the state Registry of Abandoned or Uncontrolled Hazardous Waste Disposal Sites.

Use the "Cleanup Levels for Missouri" document to address industrial and commercial land uses.

Work with landowners and developers and others to remediate property voluntarily.

## Outcome C

Proper management of hazardous substances and waste

Outcome Measures

Reduction in the number of hazardous substances and waste releases

Increase in the number of properly managed hazardous waste facilities and hazardous substance releases

Reduction in the amount of hazardous waste generated

Increase in the proportion of hazardous waste recycled, used for energy recovery, or reused relative to the amount generated

Increase in the proportion of hazardous waste treated relative to the amount generated

Objective 1

By 2002, increase by 10 percent the number of hazardous waste facilities that are properly managed.

Objective Measures

Decrease in the percentage of hazardous waste facilities with significant Resource Conservation and Recovery Act violations

Number of Corrective Action investigations, stabilization and interim measures, remedial selections and cleanups implemented

Decrease in the number of hazardous waste management facility permits issued, reflecting a decrease in hazardous waste being generated

Strategies

Ensure that hazardous waste in Missouri is properly managed from cradle to grave through permitting, inspection and enforcement efforts. When necessary and appropriate for protection of our natural resources, promulgate new rules.

Maintain and pursue appropriate delegation and authorization to encourage proper management of hazardous waste.

Close hazardous waste management units that no longer need to operate under a permit.

Collect and manage data related to hazardous waste so that a central source of information is available to all interested parties.

Assist in the clean-up and disposal of the hazardous substances including, but not limited to, chemicals intended for use in or resulting from the manufacture or production of controlled substances.

Objective 2

Reduce the amount of hazardous waste generated (relative to industrial activity) and increase alternatives to disposal.

**Objective Measures**

Increase in the amount of hazardous waste recycled or reused relative to the total amount generated (which should be decreasing relative to industrial activity)

Increase in the number of resource recovery certificates issued as more hazardous waste is recycled, reclaimed or recovered

Increase in the amount of hazardous waste treated by thermal recovery relative to the total amount generated (which should be decreasing)

**Strategies**

Work with businesses and the public to promote pollution prevention activities in the following order: reduction first, then reuse, recycle, thermal recovery, and treatment. Encourage pollution prevention activities through permitting, enforcement agreements, and other regulatory activities.

Consult with industry regarding the economic benefit of practices that reduce pollution.

## Outcome D

Proper management of underground and aboveground petroleum storage tanks

**Outcome Measures**

Increase in the percentage of all tanks in compliance with the law and regulations

Decrease in the releases of petroleum products and other regulated substances into the environment relative to the number of all tanks

**Objective 1**

Identify underground and aboveground petroleum storage tank locations and remediate contamination caused by leaking tanks.

**Objective Measures**

Increase in the percentage of underground storage tanks meeting federal upgrade requirements

Decrease in the number of new releases as a percentage of total active tanks

Increase in the number and the percentage of contaminated tank sites remediated

**Strategies**

Remediate contaminated tank sites through coordination with the Petroleum Storage Tank Insurance Fund and utilization of the federal Leaking Underground Storage Tank Trust Fund.

Conduct regulatory oversight to include registering sites, field inspections and enforcement at sites failing to comply with existing cleanup and remediation requirements and standards.

## Outcome E

Reduction in soil erosion on Missouri's agricultural land

**Outcome Measures**

Increased productivity of Missouri's firms and farms (Show-Me Result) as measured by tons of soil saved

**Objective 1**

By 2006, reduce soil erosion on 95 percent of Missouri agricultural land to a level at which soil loss does not hinder productivity (i.e. it is tolerable).

**Objective Measures**

Increase in the miles and acres of soil conservation practices constructed

Maintain or increase in the number of educational events held by soil and water conservation districts

Increase in the number of watersheds with soil conservation practices constructed

Increase in the Special Area Land Treatment projects completed utilizing soil conservation treatments

#### Strategies

Create partnerships with agencies involved in soil conservation.

Expand the department's role in providing technical assistance for soil conservation, and promote land use practices that maximize soil protection.

Collect and manage data related to soil conservation efforts so that a central source of information is available to all interested parties.

Provide training for Soil and Water Conservation District supervisors and employees to maximize conservation efforts and improve fiscal responsibility for the Soils Sales Tax Fund.

Improve fiscal and operational accountability through enhancement of the Soil and Water Conservation District and cost-share accounting system and continuation of audits for the districts.

Begin implementation of the initiative to address the water quality issues in the Table Rock Lake watershed resulting from soil erosion and runoff.

Continue to provide various types of financial assistance to construct and implement soil conservation measures including grants and loans.

## Outcome F

Successfully reclaimed abandoned and active mined lands that do not pose a threat to the environment, human health or safety

#### Outcome Measures

Annual increase in the total cumulative number of acres reclaimed

Annual increase in the total cumulative number of high walls and other mine hazards mitigated

#### Objective 1

By 2001, annually reclaim seven abandoned coal mine sites and effectively regulate all active surface mining.

#### Objective Measures

Annual increase in the total cumulative number of mine land acres under a reclamation schedule

Number of abandoned coal mine land projects completed within the three-year construction grant cycle

Number of acres of mined lands achieving final bond release standards within 10 years of the cessation of mining

Number of stream miles failing to meet water quality standards due to acid mine releases or quarry discharges as measured annually

#### Strategies

Implement current practices, including engineering, maintenance and revegetation and adaptive reuse in reclamation projects.

Ensure that active and abandoned mines in Missouri are properly managed through permitting, inspection and enforcement efforts. When necessary and appropriate for protection of our natural resources, promulgate new rules.

Further develop knowledge of active and abandoned mines.

Collect and manage data related to coal mining and reclamation efforts so that a central source of information is available to all interested parties.

## Outcome G

Safe dams

Outcome Measures

Number of regulated high-hazard dams that fail and dollar value of damaged property

Number of failures of unregulated dams between twenty-five and thirty-five feet

Improvements made as a result of increased awareness of proper dam safety standards

Objective 1

Decrease failures of regulated dams to zero percent annually.

Objective Measures

Number of emergency responses

Decrease in the number of regulated dams that fail

Increase in the number of regulated dams in compliance

Strategies

Complete all required maps showing potential inundation downstream resulting from a dam failure.

Provide technical assistance and training opportunities to dam owners and the public.

Ensure compliance of regulated dams through permitting, inspection, and enforcement activities.  
When necessary and appropriate for protection of our natural resources, promulgate new rules.

Maintain a permit tracking system to provide accurate, timely information on regulated dams.

## Outcome H

Reduction in property boundary disputes

Outcome Measures

Number of survey documents preserved for distribution

Number of counties with Geographic Reference Systems

Number of survey conflicts resolved

Objective 1

Maintain the repository of historical land survey information and provide professional services to preserve and establish accurate land boundaries.

Objective Measures

Percent of land records microfilmed

Number of documents distributed to the public

Number of public land survey system corners restored

Number of Geographic Reference systems established

Number of county cooperative corners remonumented

Number of restored land corners with accurate coordinates

**Strategies**  
Collect and manage data related to land and geodetic surveys so that all Missouri survey data is accessible at one location.

Establish Geographic Reference stations for accurate mapping.

Enforce survey standards and regulations to ensure consistency and quality of land and geodetic survey data.

Participate in cooperative corner remonumentation with county government to increase the number of established corner monuments.

Maintain an efficient system for providing survey information to the public.

Gather land survey documents from Missouri counties, preserve those documents, and continuously update the documents available for use and distribution.

## Outcome I

Appropriate land-use decisions by the public, governmental agencies and industry

### Outcome Measures

Number of earth science databases

#### Objective 1

Increase the availability and understanding of earth science data to assist the public, governmental agencies and industry.

#### Objective Measures

Increase in the number of soil and geologic data sets maintained on a Geographic Information System (GIS)

Increase in the amount of geologic information distributed

Increase in acres with a completed soil survey

Results of customer surveys

#### Strategies

Continue to assemble existing geologic data, and diversify the formats (electronic, paper) used to distribute geologic data.

Complete the mapping of soils for all of Missouri and plan for future soil survey work describing the character and capability of the soil to aid in land use decisions that are sustainable.

Implement a procedure for the sale and distribution of computerized geologic information.

Evaluate different methods of data distribution, and implement improvements in the processes used for sale of procedures, publications and maps.

Improve access to data resources, and the services available through divisional staff.

Expand the information requested on customer surveys to capture input on the use of geologic information to use for improvement of its format and content.

#### Objective 2

Increase geologic data to assist in making appropriate land use decisions and foster sound, prudent use of mineral resources and mineral fuels.

#### Objective Measures

Increase in the amount of geologic information produced:

1. Bedrock and surficial material maps

2. Number of geologic hazard assessments
3. Footage of well cuttings and drill cores logged
4. Number of mineral resource assessments
5. Number of coal database records obtained
6. Number of underground mine maps obtained

#### Strategies

Develop a comprehensive state wide geologic mapping program, which includes these considerations:

- a. Establishment of a Geologic Map Advisory Committee;
- b. Prioritization of areas to be mapped based on recommendations from the Geologic Map Advisory Committee;
- c. Development of mapping standards to ensure quality and consistency and training for staff in their use.

Increase the acres mapped geologically so that 3,000 square miles are mapped annually showing bedrock and surficial materials.

Implement more efficient methods for production of geologic maps.

Survey major user groups to determine what geologic data they require, at what location, when, in what format, and to what standard.

Enhance the logging of well cuttings and drill core by using newly developed computer software.

Expand the studies of Missouri's mineral resources to provide accurate data for future use.

Maintain active communication with mineral and energy industries, governmental agencies, and the public on mineral resource development issues.

Increase the availability of GIS hardware, software, and training to more effectively use geologic data within the department, and to offer data electronically to those outside the department.

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## Fiscal Year 2000 Integrated Strategic Plan

### STRATEGIC ISSUE 2

Preservation, use and enjoyment of Missouri's natural and cultural resources

People of all walks of life continue to desire that Missouri's finest natural and cultural resources and outdoor recreation opportunities are accessible to experience and enjoy. The Missouri state park system provides the finest examples of Missouri's cultural landmarks and natural landscapes and a variety of outdoor recreation activities. The state's six ecological divisions and its most significant historical themes define the collection of facilities included in the park system. These natural landscapes and cultural features and the land's potential for providing amenities with statewide appeal inspire recreation activities that take place within individual sites. Any expansion of the system should consider these factors and be based on recognizable "gaps" in the system's ability to tell Missouri's natural and cultural story. Through this planning process, Missouri's state park system is not merely a random collection of parks and historic sites, but a group of interrelated sites functioning together.

Preserving and using state park and historic site resources creates an inherent challenge that demands sound and balanced management practices to monitor and minimize resource degradation while providing quality experiences for visitors. A comprehensive and effective management program for Missouri's state parks and historic sites must include provisions for short and long range system planning, care of resources, care of infrastructure and commitments to accessibility, quality services and recreational opportunities for all people.

In addition to state parks and historic sites, the department's commitment to cultural resource protection and outdoor recreation is supported by two public outreach programs. These planning, funding and technical assistance programs provide assistance to other agencies, municipalities, groups and individuals in preserving significant cultural resources for community enhancement and providing new or improved opportunities for safe and enjoyable outdoor recreation. Through the state park system and these outreach programs, the department strives to protect the state's natural and cultural history while providing quality outdoor recreation for Missourians and our guests.

#### Goal

To preserve and protect the integrity of Missouri's natural and cultural resources while promoting their use and enjoyment and providing high quality outdoor recreation opportunities.

#### Outcomes

1. Preservation, protection, maintenance and enhancement of state park and historic site natural and cultural resources and service infrastructure for current and future generations
2. A variety of high quality and safe outdoor recreation and cultural activities in state parks and historic sites
3. Preservation of Missouri's cultural and historical resources for the use, education and enjoyment of current and future generations
4. Accessible and appropriate opportunities for healthy and safe outdoor recreation in

## Outcome A

Preservation, protection, maintenance and enhancement of state park and historic site natural and cultural resources and service infrastructure for current and future generations

### Outcome Measures

Percent of Missouri's significant natural and cultural themes represented within the park system

Number of Missouri's listed rare, endangered, or threatened species and ecosystems in state parks

Number and degree of integrity of significant native landscapes preserved in state parks and historic sites

Number and degree of integrity of significant historic structures preserved in state parks and historic sites

Results of user surveys in regard to infrastructure adequacy, maintenance

### Objective 1

Increase comprehensive planning which will identify Missouri's most significant natural and cultural resources and provide guidance in preserving these resources for use and enjoyment.

#### Objective Measures

Percent of conceptual plans completed or updated annually

Percent of facilities with completed General Management Plans

Percent increase of acres added to system as outlined by expansion plan criteria

#### Strategies

By January 2000, review and update the state park expansion plan to identify national and statewide natural and cultural resource themes, the relationship of existing facilities to these themes and system-wide resource gaps.

Restrain unnecessary growth by continuing to develop and implement a comprehensive acquisition plan based on specific and strict criteria and a statewide acquisition ranking system. Limit growth to only those areas of statewide significance or areas necessary to mitigate facility or resource threats.

Develop and use innovative and proactive programs that promote the donation of key properties to the state park system when acquisition of these properties is in accordance with strict expansion plan criteria and are significantly beneficial to the park system.

Annually revise or complete seven percent of the park system's facility conceptual development plans.

By January 2003, complete General Management Plans for all facilities within the system. Once completed, target seven percent of the system's facilities per year for plan review. Clarify the relationship of the threefold state park mission to each facility and address recreational conflicts as part of this planning process. (The General Management Plan for each facility includes five individual plans or "chapters." Plans included are the Conceptual Development Plan, the Operational Plan, the Natural Resource Management Plan, the Cultural Resource Management Plan and the Interpretive Plan.)

Develop a comprehensive and annual divisional strategic plan that can be used to identify issues and trends of short- and long-term significance.

### Objective 2

Decrease the threat of damage to the natural environment and cultural resources; maintain and restore native ecosystems and significant historical structures and archaeological areas.

#### Objective Measures

Percent of facility resource plans completed to prevent resource loss or degradation

Number of stewardship projects funded to address resource threats

Number of research projects funded or approved to develop baseline data for threats mitigation

Percent of state park and historic site historic structures actively managed for preservation

Percent of listed park and historic site archaeological sites surveyed for protection plans

Statewide visitor distribution figures, including off-peak visitation

#### Strategies

By June 2000, reevaluate and update the 1992 Challenge of the '90s: Our Threatened State Parks to include collating the results of a survey questionnaire on the status and solutions to the system's documented threats, remedial actions taken and newly identified threats.

Expand the number and effectiveness of monitoring programs (both qualitative and quantitative) that track status of threatened natural and cultural resources, particularly the signature native environments, plant or animal species of special conservation concern and unique or sensitive historic resources.

Target a 10 percent annual increase for a five-year period in capital improvements including restoration of native ecosystems, acquisition of unique and significant landscapes, protection and mitigation of wetland and riparian zone hydrology and function and repair or renovation of historic building elements.

Increase the inholding acquisition budget a minimum of five percent annually to keep pace with rising real estate costs.

Develop Natural Resource Management Plans and Cultural Resource Management Plans for each facility at a minimal rate of five facilities per year until complete. Each completed plan shall be annually reviewed to examine facility obligations and results in meeting resource stewardship goals.

By June 2000, integrate detailed natural and cultural resource management standards into facility operation plans including routine and regular inspections of natural resource management areas, historic buildings, grounds and artifacts.

Distribute annual allocations for natural and cultural resource management to field facilities. Include an annual inflationary adjustment to ensure adequate funding for this purpose.

By January 2000, develop a comprehensive artifact and collections curation program that includes the coordination of artifact donations and loan agreements, operation of an electronic cataloging system, and professional audit services.

Expand and enhance efforts by 10 percent per year to conduct archaeological surveys on park and historic site land to identify significant cultural resources.

Target six percent of facilities annually for visitor use studies to determine visitor impacts, carrying capacity relationships and attendance strategies.

Provide three statewide programs annually that offer incentives for use during off-peak times and visits to lesser-used facilities e.g., regional recreational and cultural activity packages developed through privatized park concessions and park and historic site operated activities, opportunities and services.

#### Objective 3

Decrease the number or severity of law enforcement incidents involving property damage and loss of resources in state parks and historic sites.

#### Objective Measure

Decreased number of crimes against property (Show-Me Result) as measured for state parks and historic sites

#### Strategies

By January 2000, develop a statewide logistical strategy to maximize deployment of existing commissioned personnel to include rangers and commissioned superintendents and other law enforcement resources.

Provide annual training for commissioned personnel in areas of natural and cultural resource awareness and management that promotes a thorough understanding of the threats that may be posed by malicious and non-caring acts and improved ways of combating these types of activities.

Provide a comprehensive annual training program to non-commissioned field personnel that promotes efficient and legal response to potential and occurring enforcement incidents.

Develop a cyclic program that annually targets 15 percent of parks and sites for security and protection analysis including recommendations for design and management improvements directed at security. Examine opportunities for gating and traffic control when feasible and within service expectation parameters.

#### Objective 4

Maintain and improve the park system's infrastructure, equipment and guest service base and its compliance with federal, state, and local environmental codes.

#### Objective Measures

Percent of construction projects directed toward infrastructure maintenance and improvement

Percent of projects in backlog status

Percent of facility operation plans that include infrastructure improvement detail

Percent of state park and historic sites with cyclic maintenance procedures in place

Percent of wastewater systems in compliance with environmental requirements

Percent of water systems in compliance with environmental requirements

Percent of budget spent on repairs

Percent of equipment replaced annually

#### Strategies

Initiate a 10-year program to assess and remediate the park system's infrastructure needs to bring all facilities to an acceptable level of maintenance and cyclic compliance including paving, structures, code compliance, trails and landscaping; program to include an inventory of buildings and structures and a prioritization of the system's infrastructure maintenance needs based on mission, visitor service and life-cycle analysis.

Update and improve the long range capital improvement plan so that capital improvement efforts reflect long range infrastructure and system improvement goals. Allow higher scores for repair or renovation projects and seek public input and acceptance regarding the plan.

Continue to budget for infrastructure maintenance and repair through an ongoing commitment of capital improvement "core" funding earmarked for this purpose including an annual inflationary adjustment.

Balance the quantity and complexity of capital improvement projects approved by the General Assembly with the division's capability to complete projects within a timely manner to ensure high quality work, project management efficiency and long range cost effectiveness.

Maintain annual core funding for the replacement of worn or unsafe equipment while continuing to develop an equipment life-cycle replacement system. Request annual expansion equipment when necessary for infrastructure support or service enhancements.

By January 2000, implement ongoing infrastructure maintenance and improvement components identified through the state park and historic operation plans.

By June 2000, develop proactive programs for state parks and historic sites to comply with environmental regulations and codes for public providers including preventative maintenance for water and wastewater systems, removal of underground storage tanks, stabilization and repair of dams, voluntary development reviews involving other government agencies and floodplain standards for state-owned facilities.

## Outcome B

A variety of high quality and safe outdoor recreation and cultural activities in state parks and historic sites available to all Missourians and guests

### Outcome Measures

Number and percent of Missouri residents and non-residents attending state parks and historic sites

Demographics of people visiting state park and historic sites

Percent of repeat visitors to state parks and historic sites

Number of participants in state park and historic site special events

Overall customer satisfaction rating as measured through surveys

Number of accidents or injuries at state parks and historic sites

### Objective 1

Increase the accessibility of parks and historic sites to all potential guests and maintain a variety of high quality and safe outdoor recreation and cultural opportunities.

### Objective Measures

Percent of visitors traveling less than 50 miles to state park facilities

Percent increase in miles of trails offered by type (backpacking, walking, biking, equestrian)

Number of new recreational facilities and developments constructed

Percent of state parks and historic sites with concession activities and services

Percent of identified accessibility barrier projects completed annually (Americans with Disabilities Act efforts)

### Strategies

Continue efforts to connect Katy Trail State Park to the Kansas City area by the year 2002.

Continue to work with the Missouri Department of Transportation concerning the need for adequate road improvements, such as shoulders and bridges, to safely accommodate bicycle and pedestrian use adjacent to state parks and historic sites and along major trail corridors.

By January 2002, complete all Ozark Trail segments in state parks. Actively participate with the Ozark Trail Council.

Seek opportunities to increase the availability of equestrian trails within state parks and historic sites by 10 percent annually when consistent with facility conceptual development plan goals and when activity conflicts can be minimized.

Monitor changes in camping trends and where practical, adjust camping facilities to accommodate developing uses.

By April 2002, increase by 15 percent the number of camper cabins in remote areas and near urban centers and develop a minimum of two diversity targeted regional opportunity packages

annually.

Establish urban outreach programs in Kansas City and St. Louis to increase the minority participation in state park activities by five percent annually by developing creative programs that include natural and cultural history themes.

By June 2000, work to complete 75 percent of the currently listed barrier removal projects. Continue the Americans with Disabilities Act (ADA) compliance program through activity with the ADA Advisory Committee, use of focus groups, completion of the barrier removal process, and institutionalization of ADA standards into amenity design and day-to-day activities.

#### Objective 2

Maintain the delivery of quality services in state parks and historic sites ensuring that the satisfaction level of all customers is sustained or improved. (For additional information see Strategic Issue 4 – Excellent Public Service Outcome)

#### Objective Measure

Visitor satisfaction with cost and value of services as measured on surveys

#### Strategies

Conduct user surveys that allow a statistically valid survey of park and site users for every facility on an ongoing five-year cycle. Assure that facilities chosen for assessment during each cycle represent a total picture of the park system users and use trends. Conduct this ongoing research and other special projects in cooperation with the University of Missouri-Columbia and the Missouri Department of Conservation.

Annually initiate a minimum of two studies to evaluate impacts created by changes in statewide and localized use patterns and privately sponsored activities in and around state park facilities such as bass tournaments, bike tours, and large-scale commercial river cruises.

Continue to evaluate and monitor the economics of visitor use in state parks and historic sites to better understand visitor expenditures and service expectations and the economic impacts of state parks and historic to local and state economies. Include these evaluations as part of the division's annual strategic plan.

Monitor changes in statewide and local use patterns that impact visitation such as changes in school schedules (i.e., traditional nine-month session changing to three, three-month sessions) and tourism trends toward expanded shoulder seasons. Through operational planning considerations, adjust facility services to balance visitor expectations with system-wide efficiency.

#### Objective 3

Increase visitor safety and protection activities in state parks and historic sites so that visitors may feel confident that every effort is being made to provide a safe, secure and crime free experience.

#### Objective Measures

Number of facility safety inspections and risk management assessments

Percent of facilities with public safety plans. (Facility Emergency Plans)

Decreased number of crimes against persons (Show-Me Result) as measured for state park and historic site visitors

#### Strategies

Maintain a comprehensive risk management program with special emphasis on the health and safety of our park guests by identifying and managing risks within the park system. By January 2000, implement comprehensive public safety plans at all facilities.

By January 2000, decrease physical hazards inherent in the outdoor setting by developing comprehensive standards and inspection procedures for park and historic site facilities.

Maintain signing and safety message programs informing park guests of potential hazards and safe practices in the outdoor recreation setting. Update a minimum 10 percent of facility sign plans annually to include these considerations.

Annually conduct a manpower allocation study to determine which parks need additional law enforcement presence and where officers need to be reassigned for better service.

Annually familiarize local law enforcement and emergency personnel with unique areas of parks and historic sites for response efficiency.

By June 2000, increase by 15 percent the use of park facilities for part-time office space for other state law enforcement personnel to produce a greater law enforcement presence at park facilities.

## Outcome C

Preservation of Missouri's cultural and historical resources for the use, education and enjoyment of current and future generations <sup>1</sup>

### Outcome Measures

Missouri properties identified as possessing historic or cultural significance

Missouri properties listed on the National Register of Historic Places

Communities aided through local government assistance programs

Properties aided through the use of preservation incentive programs

### Objective 1

Increase identification, evaluation, registration and protection of historic or culturally significant resources and promote their adaptive reuse for current or future needs.

#### Objective Measures

Number of properties considered for the National Register of Historic Places

Response time for cultural resource impact assessment reviews

Number of historic properties processed through ongoing surveys or compliance activities

Assistance provided in support of the Certified Local Government or Main Street programs

Number of the state and federal tax credit rehabilitation projects

#### Strategies

Carry out all responsibilities mandated by the National Historic Preservation Act of 1966, as amended and other federally mandated programs.

By June 2000, increase by 10 percent the number of Missouri properties listed in the National Register of Historic Places.

Encourage and support local efforts to identify and evaluate historic, architectural and archaeological resources and an ongoing basis.

By June 2000, decrease by 30 percent the response time for cultural resource impact assessments (compliance review according to Section 106 of the National Historic Preservation Act of 1966).

Operate in the most expeditious manner a local grants program to efficiently "pass through" federal or state grant funds for cultural resource preservation and enhancements.

By June 2000, increase by 60 percent the assistance provided to Missouri communities through the Certified Local Government and Missouri Main Street programs by strengthening relationships and communications and promoting preservation activities.

By June 2000, increase by 30 percent the number of state and federal tax credit rehabilitation projects.

Integrate historic preservation strategies into policy, planning and routine procedures at all levels

of government by demonstrating benefits and efficiencies.

Promote communication and interaction within and among state and federal agencies involved in cultural resource management and compliance by identifying agencies with cultural resource concerns and developing interagency memoranda of agreement on cultural resource management, training and responsibilities.

Support efforts that demonstrate the economic and environmental benefits of historic preservation including heritage tourism and new partnerships with economic development agencies.

Provide technical assistance in reviewing and offering solutions for concerns involving the restoration, maintenance and adaptive reuse of cultural resources.

## Outcome D

Accessible and appropriate opportunities for healthy and safe outdoor recreation in municipal and community settings <sup>2</sup>

### Outcome Measure

Quality of projects completed and maintained through quality control standards

#### Objective 1

Improve outdoor recreation opportunities in municipal and community settings through grants, incentive-based programs and technical assistance.

#### Objective Measures

Percent of projects initiated compared with grant applications received

Percent of communities initiating projects based on technical assistance efforts

Percent of new and existing projects meeting quality standards

#### Strategies

Provide Missouri's Landmark Local Parks Program to efficiently "pass through" state grant funds for outdoor recreation opportunities and enhancements in the areas of acquisition, development and renovation.

Identify areas for cooperative ventures and new funding mechanisms.

Seek federal funds for trail projects made available through programs such as the Intermodal Surface Transportation Efficiency Act and administer portions of the program to ensure distribution of funds to agencies, organizations and the private sector.

Inspect completed outdoor recreation grant projects to identify maintenance deficiencies and to ensure that projects subject to Outdoor Recreation Perpetuity clauses remain in outdoor recreation use. Facilitate the replacement of outdoor recreation lands and facilities that are converted from outdoor recreation use.

Assist in the coordination of survey initiatives to determine outdoor recreation supply and demand and demographic and economic trends, statistics regarding cultural diversity and age distribution for outdoor recreation planning use.

Encourage and seek support for the reauthorization of the enhancement portion and the recreation trails portion of the new federal highway legislation and the rejuvenation of the state side of the Land and Water Conservation Fund.

#### Footnotes:

1. Departmental preservation activities that can be applied to any significant cultural resource in the state not restricted to state park system facilities.
2. Departmental activities designed to assist communities throughout the state, not restricted to state park facilities.



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## Fiscal Year 2000 Integrated Strategic Plan

### STRATEGIC ISSUE 3

#### Energy Efficiency and Reliability

Energy use is an integral part of Missouri's ability to develop economic prosperity and has great influence on the quality and health of the environment. It plays a role in virtually every aspect of our lives. We all seek reliable, efficient sources. Energy heats and cools our homes, powers our automobiles, runs our farms and factories, and provides the power that makes business work. Because Missouri depends on fossil fuels from other areas, most of the dollars immediately leave the state's economy. At the same time energy production and consumption can degrade the quality of our environment.

Over 10 percent of Missouri citizen's total income is spent on energy. Most of this money leaves Missouri since approximately 88 percent of the energy consumed comes from outside the state or from nations where economic exchange is minimal. The amount of money spent on energy when compared to income is significant for individuals and households at or below median income. Energy expenditures are even more significant for low-income persons, particularly the elderly, handicapped, and families with children.

Energy keeps us employed and takes us where we want to go. Homes, offices, schools, and transportation vehicles rely primarily on fossil fuels. Fossil fuels comprise over 90 percent of all the fuel types used in Missouri. The production and use of these fossil fuels have been linked to many health-related and environmental issues. Energy production and use accounts for over 75 percent of all air pollution. Emissions of carbon dioxide and other greenhouse gases have potential impacts on global warming and disruption in normal rainfall patterns. Contamination of land and water resources often results from the production, transport and use of energy.

If energy is used more efficiently, even by a small percentage, we save money, help the Missouri economy by retaining dollars in the state and enhance our environment through wiser use of natural resources.

#### Goal

Promote energy self-sufficiency as a means to enhance economic growth for the State of Missouri, while at the same time assuring environmental protection through wiser use of energy resources.

#### Outcomes

1. Increased energy efficiency and use of renewable energy resources for residential, institutional, industrial and commercial buildings and equipment
2. Increased energy efficiency in low-income households
3. Increased energy efficiency in state facility buildings and equipment
4. Increased energy efficiency in the transportation sector and use of clean alternative fuels
5. Increased opportunities for cost-effective, efficient and reliable energy supply



## Outcome A

Increased energy efficiency and use of renewable energy resources for residential, institutional, industrial and commercial buildings and equipment

### Outcome Measures

Increased productivity of Missouri firms and farms (Show-Me Result) as measured by:

- a. Energy consumption (i.e. residential, institutional, industrial, commercial sectors)
- b. Percentage use of renewable energy

### Objective 1

Increase energy efficiency and renewable energy resource investment by all energy using sectors.

### Objective Measures

Number of energy efficiency and renewable energy consultations

Dollars invested and energy savings by all energy-using sectors

### Strategies

Provide technical assistance consultations involving: voluntary Model Energy Code, energy efficient design and retrofits, and Home Energy Rating System.

Provide demonstration results of energy efficient design and appliances for use in low to moderate income housing.

Provide energy technical and financial assistance to schools and local governments.

Provide technical assistance pertaining to electric motor efficiency and energy savings.

Continue community-based energy projects: marketing, planning and financial assistance for local government and not-for-profit facilities.

Initiate renewable energy projects.

Review and certify eligible wood energy tax credits.

Expand energy loan financing beyond schools and local governments.

## Outcome B

Increased energy efficiency in low-income households

### Outcome Measures

Decreased percentage of Missourians obtaining public income support at any time during the year (Show-Me Result) as measured by:

- a. Percentage of low-income households weatherized
- b. Average dollars saved per household
- c. Demographics of participants

### Objective 1

By 2000, increase the number of weatherized homes by 1,500 dwelling units.

### Objective Measures

Number of low-income homes weatherized

Rate of compliance with quality and financial assurance standards

### Strategies

Administer Low-Income Weatherization technical and financial assistance program through statewide community-based agencies.

Provide incentives for leveraging local funding to maintain and expand technical expertise and infrastructure.

Conduct housing quality inspections and financial monitoring visits.

## Outcome C

Increased energy efficiency in state facility buildings and equipment

### Outcome Measures

Decreased ratio of state government operating expenditures to Missouri Personal Income (Show-Me Result) as measured by:

1. audit-based energy saving measures identified and
2. energy-saving designs in new and renovated state facilities

### Objective 1

Increase technical and financial assistance consultations with state agencies for energy efficiency retrofit of existing buildings and energy efficiency design for new and renovated facilities.

#### Objective Measure

Number of technical and financial assistance consultations with state agencies

#### Strategies

Provide technical assistance to state building administrators and operators.

Provide incentives for energy efficiency design in new and renovated buildings.

Identify private sector financing opportunities for implementation of energy saving measures.

## Outcome D

Increased energy efficiency in the transportation sector and use of clean alternative fuels

### Outcome Measures

Increased percentage of Missourians living where air meets government air quality standards (Show Me Result) as measured by:

1. Energy use in the transportation sector
2. Percent of alternative-fuel vehicles in metropolitan areas

### Objective 1

Increase public and private participation in ride share programs, fleet management efficiency, and use of alternative-fuel fleets.

#### Objective Measures

Rate of increase of ride share, vanpooling and mass transit participants

State agency's compliance with state fleet efficiency and alternative-fuel vehicle requirements

Percent of DNR fleet in compliance with state fleet fuel efficiency requirements

Rate of increase in public and private organizations participating in the Clean Cities' alternative-fuel fleet program

#### Strategies

Provide technical and financial assistance to metropolitan area ride share programs.

Monitor, report and provide technical assistance to other state agencies for compliance with alternative-fuel vehicle requirements.

Monitor, report and provide technical assistance to other state agencies for compliance with

energy efficiency for state vehicle requirements.

Provide technical and financial assistance to metropolitan area Clean Cities' alternative-fuel fleet vehicle programs.

## Outcome E

Increased opportunities for cost-effective, efficient and reliable energy supply

### Outcome Measures

Energy supply availability and cost

Percent of renewable energy production

### Objective 1

Maintain Missouri's ability to meet energy supply needs efficiently, cost-effectively and with less polluting energy sources.

### Objective Measures

Energy supply availability and cost

Rate of renewable energy production

Number of energy emergency exercises or situations completed

### Strategies

Provide technical assistance and information to the legislature and Missouri Public Service Commission studying utility restructuring to preserve energy efficiency and renewable energy public benefits.

Provide technical assistance and information to small energy consumers and community-based organizations on utility-industry restructuring.

Track energy supplies and cost and rate of renewable energy production.

With the assistance of other state and federal organizations and industry, update and be prepared to implement a statewide energy emergency mitigation plan.

Participate in statewide natural or man-made disaster planning and training exercises.

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## Fiscal Year 2000 Integrated Strategic Plan

### STRATEGIC ISSUE 4

Increasing collaboration, understanding and sharing information

The Missouri Department of Natural Resources has opportunities to collaborate and communicate with the many stakeholders involved in natural, energy and cultural resource use, protection and preservation. Through this, we strive to strengthen decisions made within the department as related to natural, cultural and energy issues. We also hope that all Missourians will consider the impact of their decisions and how they may affect our resources and the environment. Through this understanding, we also hope to foster an environmental ethic. While much of the discussion is through routine activities, the department wants to improve these efforts by increasing collaborative involvement and the effective gathering and exchange of information.

To increase understanding, opportunities also must be developed for study and discussion of natural, cultural and energy related information. Decisions then can be made resulting in either actions to achieve our mission, or individual actions to enhance our natural, cultural and energy resources.

With sound, unbiased information and forums for exchange, we can increase our collaborative efforts with those impacted by our actions such as the public, the regulated community and various governmental agencies. Through these partnerships, we can better work to preserve and protect our natural, cultural and energy resources and to inspire their enjoyment and responsible use for present and future generations.

### Goal

Strengthen resource understanding and informed decision making on natural, cultural and energy issues.

### Outcomes

Improved understanding of resource issues resulting in informed decision making

Ownership in resource decisions

### Outcome A

Improved understanding of resource issues resulting in informed decision making

Outcome Measures

Missouri Resources subscription demographics

Survey results from "Conservation Monitor" conducted by the Missouri Department of Conservation

Survey results from inquiries as to energy choices and their relation to environmental and economic vitality

**Objective 1**

Increase the access to all DNR information products and services.

**Objective Measures**

Number of inquiries for information

Percent of information products and services accessible to customers with special physical or sensory needs

Percent increase in communications infrastructure capability

Number of teachers served through workshops

Number of visitors at departmental sponsored events and facilities

Number of external scientific or historical research requests or demonstration projects approved

Numbers of educational outreach programs given

Number of volunteer water quality monitors trained

Number of Stream Teams

**Strategies**

Develop an aggressive program of traveling exhibits for departmental events, and for loan to schools, libraries and other cooperating institutions.

Continue technical assistance involving departmental natural resource management efforts.

Coordinate information and education activities under the guidance of the Public Affairs Resource Team when appropriate.

Provide DNR informational materials at non-departmental access points, such as libraries and schools.

Conduct a study of current information access points, and develop a plan to better coordinate access to information and the appropriate medium for that information.

Produce reports covering results or status of our natural, cultural and energy resources including State of the Environment, Environmental and Energy Indicators, and annual reports.

Increase the information provided, target pertinent natural, cultural and energy resource topics, and improve usability of the DNR web site in coordination with the DNR web team.

Provide quality, targeted information products and services at special events.

Provide workshops and events targeting teachers, including development of educational materials, so they can reach more students with environmentally related information and education.

Survey teachers to assess satisfaction with educational material, workshops and presentations.

Encourage employees to make presentations at schools and community meetings about their work and its impact.

Utilize Missouri Resources as an information outlet for natural, cultural and energy resource issues.

Investigate means to increase Missouri Resources readership among our stakeholders.

Develop a paid advertising strategy for special events.

Continue to provide access to timely and reliable information through the public information

network, energy library, and geologic publications.

#### Objective 2

By June 2000, increase by 10 percent the number of institutions, businesses, policy-makers and general public that request energy information on energy efficiency and use of alternative or renewable energy resources.

#### Objective Measures

Survey results regarding awareness of energy information, education services and energy choices

Number of requests for information

#### Strategies

Continue public information service network. Disseminate energy information publications, news releases and articles.

Conduct surveys of the general public, institutions, businesses and policy makers regarding awareness of energy information and education services and how energy choices relate to environmental and economic vitality.

Continue providing timely and reliable access and research to energy information through and energy library.

Continue energy awareness recognition awards.

Provide energy curriculum designed for instruction in elementary and secondary schools.

Initiate energy and environmental indicator projects.

#### Objective 3

By July 2000, increase the local media market coverage by five percent.

Objective Percent of media markets in Missouri regularly contacted with populations under 20,000

#### Strategies

Survey local media to determine their interests and information needs.

List top three environmental issues by region in the state.

Determine a baseline of all media coverage for fiscal year 1998 and fiscal year 1999.

Visit the top five newspapers, three radio stations, and two television stations in each market.

Call four local reporters a month with story ideas.

## Outcome B

Ownership in resource decisions

#### Outcome Measures

Demographics of groups involved in policy and operational decisions (number, variety, and geographic distribution)

Percent of new and modified policies and programs annually developed with public input

Public attendance at events such as public forums, hearings, and commission meetings

#### Objective 1

Increase involvement in the environmental decision-making process.

#### Objective Measures

Number of outreach efforts

Number of public meetings and public hearings conducted by the department

Number of environmental permits issued, which include consideration of the impact on minority and low-income populations (environmental justice considerations)

Number of projects supported through partnerships

Strategies  
Revise departmental comment cards to elicit more feedback.

Randomly survey the public to determine their need for environmental assistance and information as well as image of DNR; develop marketing strategy based on survey results by fiscal year 2000.

Develop a more comprehensive list of minority media outlets to receive our news releases and advertising.

Develop a strategy for addressing environmental justice in the decision-making process.

Access information on minority and low-income populations in Missouri from state and federal agencies.

Host public meetings, hearings and other opportunities for exchange of information and discussion of issues impacting our natural, cultural and energy resources.

Maintain effective communication linkage with local elected officials and members of the general assembly.

Promote the interaction of advisory committees, interest groups, friends groups and the public at large in all aspects of the park system's planning process.

Gather public input during periodic reviews of each of the state parks and historic sites conceptual development plans.

Use the Internet and departmental home page as a source for citizens and employees to monitor and comment on planning and policy development efforts.

Periodically survey the public to gather input on operations, development, programs, service quality and delivery.

Objective 2  
Increase public and private partnerships and agency collaborations.

Objective Number of interagency and intra-agency agreements

Number of collaborative showcase projects identified and implemented

Number of active recycling and waste-reduction programs within DNR

Number of audit-based energy-efficiency projects within DNR

Strategies  
Seek establishment of a Missouri State Park Foundation, with a broad-based membership for support of the state park system.

Continue integration of the DNR Strategic Plan with other agencies in areas of shared interest.

Seek creative partnerships with public and private organizations to successfully address resource issues.

Implement annually within DNR, at least two new collaborative projects that reflect sound environmental management, so as to lead by example. In addition, implement two collaborative projects annually, with other state, federal, and private partners, that reflect sound environmental management. Highlight the results of these projects through publications.

Facilitate selection and completion of these projects through the DNR Pollution Prevention Work Group.

Within the department, seek the purchase and use of environmentally preferable products including those made of recycled material or which have low toxicity when the products meet required specifications.

Nurture resource stewardship through a partnership with Division of State Park volunteers.

**Objective 3**

Improve the recognition of the multimedia impacts of environmental issues. 3

**Objective Measures**

Number of staff trained in multimedia

Number of projects coordinated between programs and divisions

Number of nonregulatory "white hat" site visits, which identify multimedia environmental problems

**Strategies**

Provide multimedia training for field staff and conduct multimedia evaluations of facilities.

Begin implementation of the initiative to address water quality issues in the Table Rock Lake watershed.

Implement a project for "one-stop service" which includes the following:

1. Key identifiers added to permits issued to a single facility
2. Sites linked through latitude and longitude location coordinates

Prepare and distribute a series of fact papers on environmental pollutants.

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## Fiscal Year 2000 Integrated Strategic Plan

### STRATEGIC ISSUE 5

#### Public Service

The Department of Natural Resources is an array of programs striving to sustain our natural resources. A diversity of programs brings strength to the department, and the opportunity to provide quality services in light of changing priorities, ongoing issues, and new challenges. A diversity of staff brings strength to our decision making and actions. All these considerations, taken together, allow us to effectively strive to attain our mission to preserve and protect our natural, cultural and energy resources, and to inspire their enjoyment and responsible use for present and future generations.

The Department has approximately 2,000 positions. As with any organization, delivery of service to the public is a result of effective management of its employees – the key to the department's success in fulfilling its mission. While considerable effort and progress has been made, results from an informal employee survey indicate that training and career advancement continue to be challenges for the department.

By using creative and innovative approaches, we must also develop and maintain adequate sources of funding to achieve our mission. Statutory limitation, economic conditions, finite life of some funds, and other causes impact the ability of both tax-based and fee-based funds to support administrative and program specific distribution requirements. New or alternative funding sources are also considerations.

#### Goal

To sustain or improve quality of services through a diverse staff, while addressing changing priorities and challenges.

#### Outcomes

- A. Employee diversity reflects the population of recruiting areas
- B. Excellent public service
- C. Effectiveness and productivity

#### Outcome A

Employee diversity reflects the population of recruiting areas

##### Outcome Measures

Percentage of groups represented in workforce demographics compared to demographic makeup of the labor force in the relevant recruiting areas

Increased percentage of minority and female state employees earning more than the median



salary (Show-Me Result) with measurement including an analysis on the demographics by job groups

Increased percentage of state government purchases from minority and female businesses (Show-Me Result)

**Objective 1**

Increase diversity of employees, to mirror the population of Missouri, throughout the department.

**Objective Measures**

Percentage of offers to applicants from targeted groups resulting in employment

Turnover of targeted groups

**Strategies**

Give priority to developing programs and policies that encourage cultural diversity.

Seek innovative alliances with diverse groups to expand and diversify our cultural and historic preservation effort and enhance preservation services to diverse communities.

Expand recognition of the contribution of diverse groups and seek to involve all in every level of decision making from planning to implementation.

Utilize certificated and other processes for vacancies that fall within under-utilized groups to ensure a diverse applicant pool.

Recruit employees of all cultural and other backgrounds who value diversity in their work community.

Continue efforts to encourage natural resource careers with minorities and females through interns, externs, scholarships, work study and mentoring programs to increase diversity in pool of potential staff.

Coordinate and consolidate departmental recruiting and outsourcing activities to evaluate and track effectiveness.

Research and develop a management plan to encourage success, growth and promotional capability of all DNR staff.

**Objective 2**

Increase the dollar value of purchases from minority- and female-owned businesses.

**Objective Measure**

Dollar value of purchases from minority- and female-owned businesses

**Strategies**

Expand vendor lists by seeking minority and female owned businesses to add.

Encourage employees to first consider purchases from minority- and female-owned businesses, through increased awareness of opportunities for such purchases.

Continue support of interdivisional efforts regarding identification of minority- and female-owned businesses.

Develop a historical document that identifies where Minority Business Enterprise (MBE) and Women's Business Enterprise (WBE) spending is occurring and identify in the budget which resources are available for increasing MBE and WBE expenditures.

**Objective 3**

Maintain cultural awareness programs and increase strategies for managing and empowering a diverse workforce.

**Objective Measure**

Percentage of policies identified, reviewed and revised to better support cultural diversity

**Strategies**  
Develop and fund a recognition program of outstanding employee contributions to the department's diversity objectives.

Support diverse membership when forming employee working and advisory groups.

Support the Multicultural Affairs Committee.

Depict diversity in all consumer, policy and technical public information products and services.

Complete department-wide analysis and modification of all existing policies and procedures to assure these policies support diversity.

Train program directors and supervisors in management practices to support diversity objectives.

## Outcome B

Excellent public service

**Outcome Measure**  
Customer service survey results

**Objective 1**

Enhance our employees' ability to provide excellent customer service.

**Objective Measures**  
Customer service project results

Hours of non-employee volunteer service

Percentage of employees receiving customer service training

Percentage of employees receiving recognition for contributions to productivity and customer service

Percentage of complimentary and complaint letters verified as quality issues

Percentage of comment cards returned annually

**Strategies**

By January 2000, develop an employee and volunteer recognition program for outstanding service, especially as it relates to high-quality customer service.

Participate in the Governor's Excellence in Customer Service program by continuing to revise the park system's reservation program for visitor convenience and assisting in the development of a program to reduce visitor complaints based on benchmark data and success measures.

Develop methods for use throughout the department to measure customer satisfaction.

Evaluate and implement projects to improve customer service.

Conduct baseline survey of employee values, seeking input on diversity, career growth needs, benefits, and work environment. Support training to meet these needs.

Provide annual staff training directed at quality customer service at all levels of the department.

Utilize volunteers to assist with research, stewardship and enhancement of services.

Utilize the departmental strategic plan as a guide, make performance planning and appraisal an expectation for all staff. Tie performance planning to the public benefit of our work and program expectations will help increase our service to the public.

Use cross training and temporary cross-placement to enhance staff skills.

Investigate ways to increase public service by keeping DNR offices open during non-traditional holidays.

**Objective 2**

Increase the safety and productivity of our employees work environment.

**Objective Measures**

Percent of positions evaluated for health and safety issues

Percent of work facilities inspecting for safety considerations

**Strategies**

Develop a comprehensive program to address occupational health and safety concerns.

Develop reports and benchmark data for analyzing accidents and productivity by unit and division.

Develop strategies to address the risk of violence that can occur as a result of job duties.

Inform employees of career tracks to provide advancement opportunities.

## Outcome C

Increased effectiveness and productivity of the department

**Outcome Measures**

Reallocation of funding resources toward strategic priorities

Redirection of staff and equipment to strategic priorities

New sources of revenue to offset declining funding streams

Completed Information Strategy Plan projects

**Objective 1**

Develop and maintain adequate sources of funding to achieve our mission.

**Objective Measures**

New funding sources reviewed

Detail based program reviews

Financial partnerships with other government programs

Financial partnerships with private entities

New entrepreneurial approaches implemented

Donations and gifts to programs

**Strategies**

Develop funding sources to address and mitigate emergencies.

Identify, combine and streamline funding sources, including appropriations and reappropriations.

Establish funding priorities for key issues.

Estimate the impact on the environment and the citizens of the state of potential losses of funding for key departmental areas.

Identify contingency funding sources for priority issues in the event of a loss of current funding sources.

Continue to evaluate the fiscal impact of retaining delegated federal programs (air, water, drinking water, historic preservation, etc.).

Identify and pursue grants consistent with strategic priorities.

Identify and evaluate opportunities where entrepreneurial approaches could be self-funding or produce revenue, or both.

Seek ways to expand donations and gifts to the parks system and other department programs.

Continue to evaluate the fiscal impact of unfunded mandates.

**Objective 2**

Increase the effectiveness of existing resources.

**Objective Measures**

Number of detail based reviews of existing funding sources

Number of duplicate functions eliminated

Number of detail-based reviews of programs

Increase in percentage of costs recovered

**Strategies**

Use the business process improvement strategy to break down job functions and identify duplications.

Evaluate the recommendations regarding cost allocation methodologies.

Continue to evaluate and revise departmental administrative policies and procedures.

Continue operational planning projects that allow redirection of resources.

Review concession contracts in state parks and, where appropriate, adjust the state's return to reflect a non-monetary return of additional services or service amenities.

Seek approval under the new personnel law to have flexibility for classifying department-specific classes and positions.

Pursue cost recovery from responsible parties when feasible.

Identify and evaluate opportunities to collect natural-resource damages.

Revisit the Information Strategy Plan for appropriateness of recommendations, five years into implementation of the plan. Implementation of the Information Strategy Plan will improve the communication effectiveness within the department and our ability to make information more readily available to those outside our department.

Seek statutory authority to increase operational efficiencies.

Develop an audit of program efficiencies and productivity, including verification that all resources are received.

Continuously evaluate opportunities for outsourcing of departmental work.

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## Fiscal Year 2000 Integrated Strategic Plan

### SHOW-ME RESULTS

- Increased percentage of Missourians living where air and drinking water meet government standards as measured by:
  - Compliance with air quality standards
  - Compliance with water quality standards
  - Energy use in the transportation sector
  - Percent of alternative-fuel fleets in metropolitan areas
- Decreased number of crimes against property as measured for state parks and historic sites
- Increased productivity of Missouri firms and farms as measured by:
  - Tons of soil saved
  - Energy consumption
  - Percentage of renewable energy
- Decreased number of crimes against persons as measured for state park and historic site visitors

Increased percentage of Missouri households holding public income support at any time during the year as measured by:

Average dollars saved per household

### Demographics of participants

- Increased percentage of minority and female state employees earning more than the median salary with measurement including an analysis on the demographics by job groups
- Increased percentage of state government purchases from minority and female businesses
- Decreased ratio of state government operating expenditures to Missouri Personal Income as measured by:

Audit-based energy saving measures implemented

Energy-saving designs in new and renovated state facilities

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